

# ***FOOD FOR THE HUNGRY INTERNATIONAL***



**P.L. 480 TITLE II  
INSTITUTIONAL SUPPORT AGREEMENT  
Award #: FAO-A-00-98-00032-00**

## ***FY 2001 ANNUAL REPORT***

### ***IMPROVING FOOD SECURITY PROGRAMMING AND RESOURCE MANAGEMENT***

**PERIOD OF PERFORMANCE:  
01 SEPTEMBER 2000 - 31 AUGUST 2001**

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**PVO Headquarters Office Contact: Buck Deines  
7807 E. Greenway Road, Suite #3  
Tel: 480-609-7791 Fax: 480-951-9035 Email: bdeines@fhi.net**

## **1. Executive Summary**

The goal of the proposed activities under FHI's five-year ISA is to increase the impact of its Title II food security programs via the improvement of the technical, programmatic and managerial capability of FHI. This is being accomplished by way of the following objectives:

- 1) Select, promote and train staff in the use of standard, high-quality tools for Title II program design and implementation as a follow up to the accomplishments achieved under the current ISG program in M&E system standardization;
- 2) Improve FHI's capacity to respond to emergencies and facilitate a rapid transition to development activities in Sub-Saharan Africa;
- 3) Conduct needs assessments in the West African Sahel (Mali, Niger, Burkina Faso) and Haiti to determine rationale for and feasibility of initiating activities in those countries;
- 4) Improve FHI's capacity to efficiently and effectively manage commodities; and
- 5) Collectively improve a) program monitoring and evaluation, b) monetization activities and Bellmon analyses, and c) local capacity building via substantive collaborative efforts with other Title II cooperating sponsors.
- 6) Contribute toward the improvement of FAM knowledge and proficiency in using information technology to enhance communication and information flow between the PVO members of FAM (mentoring partnership).

Planned FY 2001 activities and outputs for these six objectives were all achieved or exceeded, with the exception of the realization of one factor analysis practicum and lower than targeted post-test scores by participants in two ISA workshops. Achievements during the year included implementation of ten workshops in which 158 food security staff were trained in food security messages and methods, commodity management, Hearth methodology, emergency program design and implementation, and transition from emergency to development programming. FHI's ISA team further contributed significantly to both FAM itself and FAM working group efforts via chairing the FAM Steering Committee, the production of an M&E Toolkit, monetization efforts, and provided substantive input into FAM's information system including web site and listserv development and maintenance. Regarding the activities and outputs not achieved in FY 2001, the factor analysis practicum has been rescheduled for FY 2002. Possible reasons for lower-than-planned post-test scores are discussed within the report that follows.

In addition to the activities and outputs focused on the ISA objectives, FHI completed a comprehensive mid-term evaluation in FY 2001. Mid-term review findings included the following:

- 1) The workshop and technical assistance provided to fields under the ISA have had a marked effect on the quality of program design and implementation of Title II programs.
- 2) Development of a commodity management manual, subsequent training of field staff on standardized procedures, and improved technical support

from the IO have improved the capacity of the fields and of the organization as a whole to manage commodities.

- 3) The capacity of FHI headquarters commodity management staff has increased greatly in the first half of the ISA.
- 4) ISA activities have contributed to FHI Ethiopia's increased capacity to respond efficiently and effectively to emergencies and transitional situations.
- 5) FHI has actively collaborated with other Title II Cooperating Sponsors in efforts to improve monitoring and evaluation (M&E), monetization efforts, and local capacity building.
- 6) FHI's mentorship within FAM has resulted in improved knowledge, skills and practices on the part of FAM staff in benefit of all FAM members.

## 2. FY 2001 Program Results

In FY 2001 FHI's ISA program was successful in achieving or exceeding most planned activities and outputs. The following table summarizes planned and achieved output targets. Discussion of outputs and activities follows the table summary.

| OUTPUTS  | FY 2001<br>Planned | FY 2001 Achieved |
|--|--------------------|------------------|
| <i>Objective #1:</i><br>Number of workshop/practicums conducted in educational methods and messages.                                 | 1                  | 1                |
| <i>Objective #1:</i><br>Number of staff trained in educational methods and messages.   | 15                 | 23               |
| Objective #1<br>Ethiopia post-test score for educational messages and methods workshop participants                                  | 80%                | 74%              |
| <i>Objective #1:</i><br>Number of ISA team review and planning meetings conducted.   | 1                  | 1                |
| <i>Objective #1:</i><br>Number of training workshops conducted for Title II staff in the theory and practice of Hearth methodology.  | 4                  | 4                |
| <i>Objective #1:</i><br>Number of staff trained in Hearth method.  | 50                 | 100              |
| Average Post-test score for Hearth workshop participants   | 80%                | 82%              |
| <i>Objective #1:</i><br>Number of field practicums in Factor Analysis conducted.   | 1                  | 0                |
| <i>Objective #1:</i><br>Number of staff trained in Factor Analysis.  | 15                 | 0                |
| <i>Objective #2:</i><br>Number of training workshops conducted for Title II staff in how to design and implement emergency programs. | 2                  | 2                |
|  |                    |                  |

| OUTPUTS   | FY 2001<br>Planned | FY 2001 Achieved |
|---|--------------------|------------------|
| <i>Objective #2:</i><br>Number of Title II staff trained in how to transition quickly from emergency to development programming | 15                 | 35               |
| Average post-test score for emergency transition workshop participants.   | 80%                | 65%              |
| <i>Objective #4:</i><br>Number of training workshops conducted on standardized commodity management procedures.                 | 2                  | 3                |
| <i>Objective #4:</i><br>Number of Title II commodity staff trained in standardized commodity management procedures.             | 20                 | 40               |
| <i>Objective #5:</i><br>Collaborative efforts with other FAM members in M&E, monetization, and local capacity-building          | yes                | yes              |
| <i>Objective #6:</i><br>Mentoring of FAM in information systems development   | yes                | yes              |

### 3. Discussion of FY 2001 Results

The following is a summary discussion of ISA objectives and the outputs listed in the table above.

#### 3.1. Objective 1 - Improving Program Design And Implementation

##### *Educational Message Design and Delivery Workshops*

In FY 2000, FHI conducted a set of workshops on Educational Methods and Messages with the results being reported in the FY 2000 annual report. However, due to scheduling changes, the final Educational Methods workshop was conducted in Ethiopia in early September 2000, hence it is reported in this year's report. A total of 23 staff from FHI's Title II program in that field participated in the workshop. The average pre-workshop test score was 56% while the post-test scores averaged 74%. Possible reasons for the lower-than-planned post-test scores in the educational messages workshops are:

- 1) The workshops covered a lot of topics and many participants wrote in their workshop evaluations that they would have benefited from another day or two to fully absorb the material; and
- 2) One of the test questions was answered incorrectly by almost all the participants, which is generally a sign that the question was poorly worded. If that question were thrown out, then test scores would have been close to or greater than 80% in Ethiopia.

The following topics were covered in the educational methods workshop:

- Role of Education in Achieving FHI's Vision of a Community
- Knowledge, Attitudes and Practice of a Training Facilitator
- Guidelines for Developing Educational Messages
- Design and Use of Wholistic Messages
- Developing Lesson Plans
- Guidelines for Group Projects
- Selected Non-Formal Education Methods
- Pre-Testing of Educational Messages
- Facilitating Educational Sessions
- Using Pre and Post-Tests to Measure Change in Knowledge
- Review of Supervising Educational Activities
- Presentation of Group Projects

***Theory and Practice of Positive Deviance (Hearth Method) Workshops***

Four-day workshops on the Theory and Practice of the Positive Deviance Method were delivered as proposed in 2001 to Title II staff in Kenya, Mozambique, Ethiopia, and Bolivia. The workshops provided training to 100 participants, double the planned target. Workshop participants included health and agricultural professionals. Professionals from both technical fields participated together in overview sessions and were later divided into separate groups for discussion and practicum sessions related to specific technical areas.

Participants from World Vision Peru and Bolivia, and Save the Children Bolivia, also participated in the workshop held in Bolivia. Participation of these organizations, that have also initiated use of the Positive Deviance methodology, significantly enriched workshop discussions and practicum activities.

Objectives of the Positive Deviance workshops were to:

1. Introduce Title II staff to the concept of Positive Deviance and its use in food security programming;
2. Train staff to conduct a positive deviance study in a one or more communities where FHI conducts food security activities;
3. Train staff to organize and conduct a nutritional rehabilitation workshop for malnourished children using information gained during the positive deviance study;
4. Work with agriculture staff to collectively brainstorm possible methods for conducting agricultural rehabilitation workshops and plan extension visits for

negative deviant farmers using information gained during the positive deviance study.

To achieve these objectives, topics covered in the workshops included:

- The Connection of Positive Deviance Methodology with Food Security Programs
- Hearth Nutritional Rehabilitation
- Positive Deviance in Agriculture
- Roles of Monitors, animators and mothers of MN Children (health group)
- How to conduct a Positive Deviance Study
- Preparation of PD Question Guides
- PD Study Practicum
- Documentation of PD Behaviors
- Analysis of PD Results
- Developing a Sample Meal (health group)
- Developing PD Messages (agriculture group)
- Final Steps in the PD Process

Pre- and post-tests were administered during each workshop. Significant improvements in knowledge of the PD methodology were noted for participants in each of the four workshops. The average of post-test scores was 82%, exceeding the target.

It should be noted that little documentation exists regarding the use of Positive Deviance methodology within agricultural programs, therefore, FHI's inclusion of agricultural staff within PD workshops was in large part an exploratory effort to test the use of this methodology, which has produced excellent results in health, with an agricultural program context. While the jury is still out on the appropriateness of PD methodology for agricultural programs, early indications from use of this methodology in workshop practicum activities indicate that significant modifications to the methodology would be required for the use of PD in agriculture. In particular, identification of positive and negative deviant farmers poses significant challenges not encountered in the context of health programs that use weight-for-age data to make this determination. Therefore, if the PD methodology is to be used successfully within agricultural programs more appropriate and cost effective methodologies to identify positive and negative deviant farmers are required.

### ***Factor Analysis Workshop***

FHI proposed in its FY 2001 work plan to conduct the Factor Analysis (FA) workshop in one field and then conduct the same workshop in the other three fields in FY 2002. However, a decision was made to wait until 2002 to conduct the workshops in all four fields due to staffing changes in the ISA team (a new team leader began on 01 September 2001) and to allow more time designing the workshop. Thus, four workshops in FA have been approved in FHI's FY 2002 work plan.

### **3.2. Objective 2 – Improving Capacity To Respond To Emergencies And Rapid Transition To Development In Sub-Saharan Africa**

Under the FY 2001 ISA FHI staff conducted two workshops designed to increase capacity of FHI Title II staff to respond efficiently and effectively to emergencies and transitional situations. Further goals of these workshops were to train staff to successfully monitor and evaluate the results of our assistance resulting in more lives saved and increased capacity to rapidly and effectively transition from emergency assistance to development assistance. The first workshop was held in Kenya in April for FHI staff from Mozambique, Kenya, Uganda, Rwanda and DRC. The second workshop was in Ethiopia in August and was presented to FHI staff plus representatives from two community-based partners. These workshops trained 35 staff members in FY 2001, exceeding the established target of 15.

Topics covered under these workshops included:

- a. Review of Previous Seminars on Disaster Preparedness and Disaster Assessments.
- b. Sequence of Programming Steps
- c. Elements that Create a Disaster
- d. Nature of the Relief-Rehabilitation-Development Continuum
- e. The Causal Pyramid
  - Immediate and root causes of a disaster situation
  - How these causes create vulnerability to a hazard resulting in a disaster
  - Types of appropriate responses to immediate vs. root causes and their sustainability
- f. Outcomes, Methods, Resources, Results – method of program design/planning
- g. Use of the Logic Tree Analysis Tool
  - Problem analysis tools to sort information to determine cause and effect relationships in any given situation
  - Determination of impact, speed, sustainability, area, levels of intervention
  - Selection of appropriate interventions to target and their impact
  - Design and Implementation of Relief Interventions Within the Framework of FHI's Mission and Vision
- h. Food Security Dynamics in Crisis Situations
- i. Strategies for Disaster Response
- j. Determining and Stating Goals and Objectives
- k. Monitoring, Measurement, Indicators and Evaluation

Although average post-test scores did not reach the desired 80% level, average pre-test scores increased from 31% to 65% indicating a 109% improvement from pre-test to post-test. Low pre-test scores indicate that few staff members entering the workshop had a solid understanding of the subject matter. While the post-test scores improved significantly, that fact that the average post-test score was a low 65% may be a result of attempting to pack too much information into the workshop. Trainers will be advised to take this into consideration as they prepare materials for FY 2001 workshops.

Average pre-test and post-test score results by country are provided in the table below:

|               | <b># Participants Tested</b> | <b>Pre-Test</b> | <b>Post-Test</b> | <b>Difference</b>            |
|---------------|------------------------------|-----------------|------------------|------------------------------|
| Ethiopia      | 18                           | 29%             | 61%              | 32 points = 110% improvement |
| Kenya         | 14                           | 34%             | 71%              | 37 points = 109% improvement |
| Total Average | 32*                          | 31%             | 65%              | 34 points = 109% improvement |

\* Three participants did not complete both tests.

As a spin-off benefit of the ISA, FHI conducted a third workshop using the same materials for staff from the Global Hope Network. GHN is an FHI partner being mentored by FHI to improve their capacity in the area of emergency response. GHN covered all costs related to this seminar.

### **3.3. Objective 3 – Conduct Needs Assessments In The West African Sahel**

This objective was completed in FY 2000 and discussed in the *FY 2000 FHI Annual ISA Report*.

### **3.4. Objective 4A - Improve FHI's Capacity To Efficiently And Effectively Manage Commodities**

Planned activities/outputs for 2001 to improve commodity management included two workshops to train 20 FHI Title II staff members in standardized commodities management practices. These workshops were conducted as planned to 16 staff members in Bolivia and 19 in Kenya.

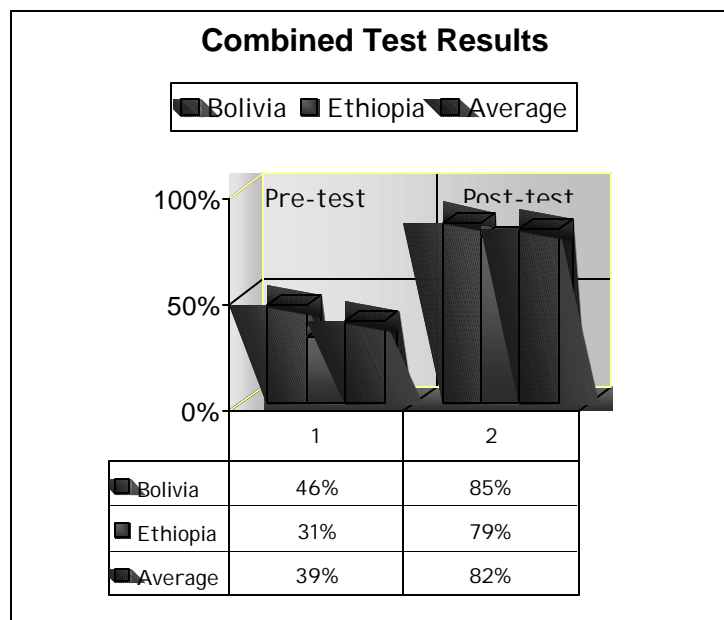
An additional mini commodities workshop was held in Kenya that included 4 Title II staff in Kenya, and one Title II manager from FHI/Mozambique. Although FHI/Kenya and FHI/Mozambique do not currently manage commodities distribution programs, review of their Title II programs indicated a need for staff to have a general knowledge of the commodities management process as it relates to monetization, commodity reports, call forwards, and setting up a system of accountability related to PVO agencies leading the monetization efforts in Mozambique and Kenya.

In Bolivia, the content of the workshop concentrated on port activities, including an overview surveys and minimizing losses. The workshop was that it was held at the port of arrival. For many staff members this was their first opportunity to see how commodities are handled from ship, to port warehouses, to in-land transporters.

In Ethiopia 19 staff members participated in the workshop. This workshop could not be held at port because of prohibitively high costs, but did include field trips to FHI

warehouses and a government warehouse run by Ethiopia's Emergency Food Security Administration (EFSRA). The Government officer at the EFSRA warehouse was very helpful and shared a number of innovative warehouse management techniques, for example, the use of inexpensive non-chemical insect traps.

Average pre- and post-test score results for the workshops are displayed in the graph below. Average post-test scores exceeded the target of 80%.



### 3.5. Objective 4B - Improve the Capacity of FHI Headquarters Commodity Management Staff to Successfully Move toward Best-Practice Commodity Management

One FHI headquarters staff member participated in a USDA seminar on *Transportation and Risk Management*. Discussions among parties responsible for each component of the commodities management cycle were especially beneficial. Participants included representatives from USDA, USAID, steamship companies, freight forwarders, surveyors and PVO's. The seminar helped to build deeper understandings of the roles and procedures of each of the parties and allowed for dialogue regarding possible changes to improved commodity management at various points within the commodity management cycle.

### **3.6. Objective 5 - Collectively Improve Program Monitoring And Evaluation, Monetization Activities And Bellmon Analyses, And Local Capacity Building Via Collaborative Efforts**

All activities under this objective for 2001 were achieved. Activities realized during 2001 included the following:

#### Monitoring and Evaluation

FHI representatives actively participated in all working group meetings and actively collaborated with other FAM members through the M&E Working Group to produce a set of Monitoring Tools. These tools were compiled by consultants Tom Davis and Julie Mobley. A workshop to provide training on these tools is planned for January 2002 and will be lead by Tom Davis and Dave Evans from FHI.

#### Monetization Activities

FHI representatives attended all Monetization Working Group meetings and actively collaborated with other Working Group members to organize and hold monetization training workshops based on the FAM Monetization Manual. As a result of these efforts two regional monetization workshops were held in 2001, one in India and one in Peru.

#### Local Capacity Building Working Group

FHI's involvement in this FAM working group is limited to providing feedback as part of the larger FAM annual review process. Additional support was given through FHI's role as Chair of the FAM Steering Committee and assistance with funding strategy for this working group's activities.

### **3.7. Contribute Toward The Improvement Of FAM Knowledge And Proficiency In Using Information Technology To Enhance Communication And Information Flow Between The PVO Members Of FAM (Mentoring Partnership).**

All planned activities for this objective were realized in FY 2001. The FHI Mid-term evaluation further noted, "For all components of the mentorship the objectives have been achieved in that FHI and FAM are moving past the original activities to include new ones."

The impact indicator stating that at least one FAM staff person will be successfully managing their website, listservs, and chats has been achieved with the exception of chat component that has been put on hold pending improvements to the technology. All FAM Information Technology functions are hosted on FHI server.

The following evaluation response, submitted to FHI by FAM, summarizes achievements made with regard to this objective in FY 2001.

### **FAM's Evaluation of FHI's Mentoring in FY 2001**

#### **ISA Mentoring Objective: Contribute Toward the Improvement of FAM Knowledge of and Proficiency in using Information Technology**

Under FHI's proposed ISA activities, FAM and FHI agreed to pursue a mentoring partnership to improve the information technology capabilities of FAM. The mentoring partnership between FHI and FAM is designed to have two distinct beneficial purposes:

- FAM will learn and become proficient at current/new information technology capabilities through the existing knowledge base of FHI; and
- The FAM consortium will receive the ultimate benefit and become stronger through the technical leadership of FHI and FAM.

The goal of the mentoring partnership is to enhance the information technology capacity of FAM in order to benefit the FAM consortium. There are three main objectives to this mentoring effort:

- 1) Improvement of the FAM website with basic maintenance by FAM;
- 2) Establishment of listserv capability and management skills by FAM; and
- 3) Establishment internet relay chat capability and encouragement of increased usage by the FAM consortium.

#### **Evaluation:**

- 1) To what degree was the first objective achieved in FY 2001? If not achieved, please make recommendations for FY 2002.

The FAM web site was completely redesigned in FY2001, probably leading to greatly increased usage (visits up over 150% in the fiscal year), and increasing diversity of visitors, especially visitors from developing countries. FHI contributed to this effort by providing technical advice on site design, and review of the newly designed web site. FHI also provided technical mentoring for FAM's web site search engine and a web site survey, two of the most important features of the new site. This objective was fully achieved.

- 2) To what degree was the second objective achieved in FY 2001? If not achieved, please make recommendations for FY 2002.

FHI provided FAM with new listserv software during FY2001. This new software includes several improved features including greater reliability, more options for managing listserv subscriptions, and an automatically generated home page for each

listserv, which enables the user to sign him/herself up and manage the subscription remotely. This software enabled the creation of two new listservs in addition to the existing five: a listserv for FAM members to share internal FAM information, and a listserv on nutrition topics (the nutrition listserv is the result of a successful collaboration between the CORE Group, CSTS, FAM, and FANTA, which intends to facilitate information sharing between Child Survival and Title II project staff). Listserv usage (in terms of subscribers and number of messages) has increased over the fiscal year, and all four of FAM's working groups now use the listservs to communicate with their members. This objective has been fully achieved.

- 3) To what degree was the third objective achieved in FY 2001? If not achieved, please make recommendations for FY 2002.

FAM and FHI tested chat capabilities in FY2001, and determined guidelines for applicability within the FAM consortium. The tests indicated that chat would be best used for meetings with brief, open agendas among a few people, rather than large, heavily structured meetings with many attendees. FAM and FHI therefore decided that chat would be best introduced as a method of communication for working group sub-groups. Unfortunately, opportunities for use of chat by sub-groups did not arise in FY2001, so this objective was not fully achieved. However, in 2002, FAM and FHI should make a more concerted effort to seek out willing working group chairs, and should be alert to opportunities to promote and use chat among the working groups. Voice chat should also be explored as an option.

- 4) The development of a computer program for an on-line FSRC database was begun as an additional activity in FY 1999. To what degree was that activity completed? If not completed, please make recommendations for FY 2002.

Good progress on the online FSRC database was made during FY2001. A pro-bono consultant identified completed a working prototype of the database, and posted it to FHI's servers. FHI facilitated this process by working jointly with FAM and the consultant to ensure timely access to servers and needed software to complete the task. FAM had hoped to release the database to the public by September 30, 2001. Unfortunately, the September 11<sup>th</sup> attacks on the United States greatly increased the consultant's paid work, and the database has not yet been completed as a result. A few more substantive changes are needed before the database can be released to the public for use. In FY2002, FAM will continue to follow up with the consultant, and will identify a new consultant if the current one is unable to complete the task. FHI will help to facilitate this process as it has in the past, by providing technical support to the consultant.

- 5) What additional comments and/or recommendations do you have to improve the mentoring relationship in FY 2002?

*"The mentoring relationship between FAM and FHI continues to be extremely valuable to FAM, providing reliable web hosting, ample server space for FAM's increasing*

*collection of electronic documents, and a wide variety of other services which enable FAM to fulfill its function as an information exchange. In FY02, FAM and FHI should develop a concrete work plan to take action on voice chat and internet relay chat issues. It is recommended that this work plan include no more than 2-3 objectives in order to fit in with FAM's and FHI's scheduled workloads. FAM Members have additionally identified a need for a restricted space on the FAM web site, accessible to members by password, where internal FAM information can be shared. This technology should be jointly explored by FAM and FHI for use on the FAM web site as it continues to develop."*

## **4. Mid-Term Evaluation Results**

A detailed mid-term review of the FHI ISA program was conducted in April-June 2001 to assess progress in meeting planned objectives in activities and outputs, as well as trends in effects and impacts. The report of the mid-term evaluation findings was submitted to USAID/BHR/FFP/CTO in July 2001.

With regard to outputs and activities the mid-term review team made the following observation: "A review of the program indicators and reports revealed that all of the planned outputs and activities have been achieved with the exception of a slight shortfall in attendance at disaster relief workshops (nine instead of ten), and a shortfall in the post-test score average for participants in the workshop on Educational Messages and Methods. Based on this appraisal of indicators, the review team has every confidence that FHI should have no difficulty in completing the goals of the ISA in the out years."

A summary of key conclusions of the mid-term review follow below.

### **Program Design and Implementation**

*"The workshops and technical assistance provided to the fields under this objective have had a marked effect on the quality of program design and implementation of Title II programs. The most significant determinant of the level of program improvement resulting from the workshops was the amount of commitment on the part of the national leadership to implementing the practices covered. In both fields reviewers could see a positive effect on program design and implementation from the ISA activities."*

### **Commodity Management**

*"Reviewers have seen ample evidence to conclude that the development of the commodity management manual, subsequent training of field staff on standardized procedures, and improved technical support from the IO have improved the capacity of the fields and of the organization as a whole to manage commodities. Anecdotal evidence in the field and at the IO gives a strong impression that these improvements have already resulted in more resources getting to Title II beneficiaries at a lower cost."*

## **Capacity Of FHI Headquarters Commodity Management Staff To Successfully Move Toward Best-Practice Commodity Management**

*“The capacity of FHI headquarters staff has increased greatly in the first half of the ISA. Project documents show an increase in the Title II officer’s knowledge through the review of best practices, development of the commodity manual which includes the entire food aid cycle, and developing and implementing workshops based on those first two steps.”*

### **Disaster Relief**

*“ISA activities have contributed to “Increased capacity to respond efficiently and effectively to emergencies and transitional situations” in Ethiopia. More work needs to be done before such a contribution can be measured in Mozambique.”*

### **Collaboration With Cooperating Sponsors**

*“Document review, interviews with ISA staff members and with the FAM Coordinator and FAM Deputy Coordinator indicate that FHI staff had more effect on CS collaborative efforts in M&E, monetization and local capacity building than did these efforts effect FHI’s ISA program. One exception was in the area of commodity management. FHI staff developed FHI’s commodity management draft manual using the CARE’s manual as a main source (this was downloaded off of FAM’s website) and using part of the monetization manual developed by the monetization working group.”*

### **FAM Mentorship**

*“The mentorship has resulted in improved knowledge, skills and practices on the part of FAM staff. FHI staffers trained the Technical Information Specialist (TIS) on how to manage FAM’s website. A major effect of their mentorship has been the institutionalization of knowledge and skills with FAM. When this TIS left FAM she was able to pass on much of the skills and knowledge she had learned from FHI staff to her successor. FHI’s input was very sustainable in that it was easily transferred from one person to the other. In addition to providing FAM with technical assistance in website design and maintenance, FHI also hosts the FAM website and listservs on its server free of charge. FAM’s website and listservs have seen a dramatic increase in user ship since the beginning of the mentorship with FHI. This is due to a number of factors, many of which are independent of FHI’s help. However, it is clear that the help FHI staff members Dave Evans, Keith Wright, and Ted Okada have offered has played a pivotal role in the expansive use of these services by FAM members and others.”*

### **Lessons Learned**

Although the mid-term review findings were generally positive, the review also provided a number of excellent findings and recommendations for improving the effect of the ISA

program. FHI is following-up on each of the recommendations provided by the review team, with particular emphasis on the two lessons learned described below.

### **Lesson One: A Strong Link Exists Between Felt Needs And Field Staff's Implementation Of ISA Activities**

*“When ISA workshops have responded to felt needs of the field staff leadership, the fields have shown an exceptional level of competence and dedication in implementing the tools and practices introduced in the workshops. Two very good examples of this are the Commodity Management Workshop in Ethiopia and the Educational Messages and Methods workshop with the Mozambique team. When ISA workshops have not responded to felt needs of the field staff leadership, implementation has been weak and has often been the result of the initiatives of a few individuals here and there.*”

### **Lesson Two: Implementation Is Incomplete In Both Fields Visited**

*“While the reviewers have seen much progress in implementing many of the tools and practices presented by the ISA workshops under Objective One: Program Design and Implementation, and Objective Two: Disaster Relief, in many cases implementation is still lacking in the fields visited. The data collected from the field during the review indicate that this poor implementation is a consequence of three main weaknesses: 1) lack of buy-in from the national level leadership; 2) many ISA activities are not included in the fields' M&E plans and are thus not prioritized; and 3) In spite of the very high quality of training offered under the ISA, field staff sometimes lack the knowledge, skills, or confidence needed to implement properly the tools and practices covered.”*